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USAREC

August 1993

Recruiter Journal



Back to School



June 7, 1993

Jack
Dear General Wheeler:

Year to date recruiting for the Army Reserve has been right on target. The USAR has benefitted significantly as a result of the quality and timing of accessions.

The quality achievement for the non-prior service soldiers and the improved duty MOS qualified match percentage for prior service soldiers has enhanced USAR readiness. Simultaneously, the number and timing of accessions has been key to successful budget execution during this time of tight fiscal constraints.

Please pass along my gratitude to your soldiers. I appreciate the outstanding production your command has achieved.

Sincerely,

Roger W. Sandler
Major General, U.S. Army
Chief, Army Reserve

Major General Jack Wheeler
U.S. Army Recruiting Command
Fort Knox, KY 40121

D101.106/3:46/8

FLARE

USAREC Recruiter Journal August 1993

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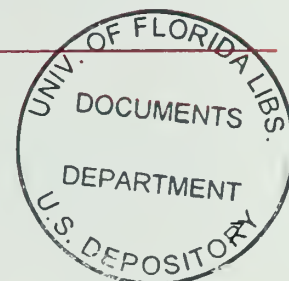
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FY 94 officer early-out policy announced

■ WASHINGTON (Army News Service) — Officials at U.S. Total Army Personnel Command have released eligibility requirements and application procedures for the officer Voluntary Early Release/Retirement Program for fiscal 1994. Select Army competitive category, Judge Advocate General Corps, Chaplain and Army Medical Department commissioned officers and warrant officers on the active duty list may volunteer for early release or retirement under the fiscal 1994 VERRP. Soldiers in all categories who choose to separate under the VERRP must leave the service no earlier than Oct. 1, 1993 and no later than Aug. 31, 1994.

Who's eligible

The program applies to those officers who fall into one of the following categories.

Category A: First lieutenants in all competitive categories who are previous nonselects to captain and are not on an approved promotion list.

Category B: This category is presently closed.

Category C: First lieutenants and captains not included in Category A who will have 12 months or less remaining active duty service obligation as of the requested separation date.

Category D: Promotable first lieutenants and above who require a waiver of a nonstatutory ADSO of any length.

Category E: Warrant officers in the basic branches managed by the Officer Personnel Management Directorate.

Category F: Retirement-eligible

commissioned and warrant officers who require waiver of nonstatutory ADSO of any length. Regular Army majors and below may retire at their present grade if they have 6 or more months time in grade as of their approved retirement date. Commissioned officers with between 8 and 10 years' commissioned service must request a waiver for the applicable number of months in order to retire at their present grade.

Category G: Lieutenants in Army competitive category branches except aviation, military intelligence and signal, who have 24-36 months active federal commissioned service as of their separation date.

Restrictions

Generally, commissioned and warrant officers in the Medical Corps, Army Nurse Corps, Dental Corps, Army Medical Specialist Corps and Veterinary Corps may not participate in the FY 94 VERRP.

In Categories D, E and G above, company grade aviators with more than 12 months remaining on their ADSO are not eligible. Also, warrant aviators

who are qualified on OH-58D, UH-60 or AH-64 aircraft and have more than 24 months remaining on their ADSO are not eligible. Warrant aviators who have 36 months or more remaining are not eligible regardless of qualification.

Tuition recipients

Officers with written agreements providing for reimbursement of funds used for advanced civil schooling or tuition assistance should understand the VERRP does not affect the provisions for repayment, except in cases of extreme hardship.

Reserve Officer Training Corps scholarship recipients and U.S. Military Academy graduates who have such agreements may request a waiver of the reimbursement provisions of their application for early release for consideration on a case-by-case basis.

For more information on FY 94 VERRP eligibility requirements or application procedures, officers may contact their local personnel service center. Detailed application procedures may be found in PERSCOM message 281800Z, FY 94 Voluntary Early Release/Retirement Program.

CONAP Monthly Statistics

Brigade	Agreements for 1-30 June 1993	Total CONAP Agreements
1st	114	2,327
2d	268	4,593
5th	136	2,658
6th	21	774

More overseas bases face cutback

■ WASHINGTON (Army News Service) — The Army has the lion's share of the further announced base closures and realignments at overseas locations.

Citing both the concrete and the symbolic importance of drawing down an additional 92 U.S. military sites overseas, Secretary of Defense Les Aspin said, "The numbers show we're vigorously cutting unnecessary overhead overseas. And the locations underline the fact that we have truly entered a new, post-Cold War era.

"We're cutting bases overseas more quickly than domestic bases, and these figures demonstrate it." Aspin's recent announcement of the largest drawdown of its kind in three years also noted that the total number of overseas-based sites has been reduced by about 50 percent since January 1990.

Most of the affected sites belong to the Army in Germany. They range from installations having more than 1,000 personnel spaces each to such smaller sites as family housing centers, training ranges, hospitals, airfields, NCO clubs, schools, engineer areas, and sports centers.

Aspin's announcement marks the first time that overseas reductions in Europe were guided by the Clinton administration's decision to reduce U.S. forces there to 100,000 by Sept. 30, 1996.

The Army's 1,000-plus-billeted, Germany-based sites affected by the latest drawdown are shown above.

SITE	LOCATION	ACTION
Gen. Lucius D. Clay Hq.	Berlin	End operations
Andrews Barracks	Berlin	End operations
McNair Barracks	Berlin	End operations
McPheeters Barracks	Bad Hersfeld	End operations
Downs Barracks	Fulda	End operations
Frankfurt Hospital	Frankfurt	End operations
Gibbs Barracks	Frankfurt	End operations
Frankfurt Hq. Area	Frankfurt	End operations
Giessen General Depot	Giessen	Reduce operations
Ferris Barracks	Erlangen	End operations
Camp Wildflecken	Wildflecken	End operations

Recruiters volunteer

■ Nineteen recruiters and three DEP members have worked as volunteers during the Mississippi River flood. They have assisted their local communities in filling and positioning sandbags in Iowa and Nebraska.

Fifty-four recruiting families are affected by flooding. Twenty-four families in Des Moines are without potable water and must use bottled water in their homes.

As rain continues to fall in the flooded Mississippi River basin area, the recruiters' ability to recruit is hindered. Applicants are cancelling appointments due to flooding, primary and secondary roads are flooded, and telephone lines are affected in some areas.

While the extent of damage will not be known until flood waters recede, the number of USAREC families affected by the storms and flooding has surpassed that of families affected by Hurricane Andrew in 1992.

MTMC offers 800 help-line

■ WASHINGTON (Army News Service) — Service members and government civilians can now dial a toll-free number for assistance and answers to questions on moving personal property, government freight or passenger travel, according to Military Traffic Management Command officials.

Dialing (800) 756-MTMC (6862) will put the caller in touch with a customer service representative at MTMC's recently-opened customer service center.

The center is designed to help solve problems and concerns related to the movement of government property and passengers. It does not replace using the normal chain of communication. Instead, it provides customers with a means of referring questions, issues or complaints not resolved at the local level, MTMC officials said.

Catch the winning habit!

As a sales professional you are involved in over 50 training sessions each year. This includes weekly training at the station level, monthly or quarterly training at the company level, and the annual training conference at the battalion level. Additionally, there's the Transitional Training and Evaluation Program for new recruiters, the Individual Sustainment Training Program for maintenance, and specialty training. While some of this training is oriented to mandatory subjects, most of it is geared to systems training, product knowledge, and to improving sales skills.

With everyone receiving this training every year, why is it that some people are more successful than others? Why is it that some still do not accomplish the mission consistently? Many reasons have been offered for inconsistency in mission achievement, reasons such as some recruiters are smarter than others, some have more experience, a better market, or an easier mission.

The habit of winning

Studies identifying the difference between those who are successful and those who are average or unsuccessful in sales found that these reasons do not really determine the difference. These studies found that successful people are winners because they are in the habit of winning. They have developed the habit of being successful, and they continually do those things that made them successful to insure their continued success.

If you are not one of the very best in your

profession, the questions you should ask yourself are, "How can I break out of this rut? How can I rise to the top and become one of the very best?"

Let's look at a sure fire method you can use if you truly want to be one of the best. Let's see how you can develop the habit of winning.

"Habits are powerful factors in our lives. Because they are consistent, often unconscious patterns, they constantly produce our effectiveness . . . or ineffectiveness," according to Steven R. Covey in his book, *The 7 Habits of Highly Effective People*. Your task is to learn how to break deeply imbedded habitual tendencies that deter you and replace them with successful ones.

Habits are the result of the intersection of **knowledge** (the what to do, the why to do), **skill** (the how to do), and **desire** (the want to do). If you know what to do but don't know how to do it, or if you have the skills to do a task but don't know what the task is, it won't get done, no matter how hard you try. Likewise, knowing what to do and how to do it won't render success if you don't have the desire. To break through to new levels of effectiveness and develop the habit of winning, you have to work on knowledge, skill, and desire. All three ingredients are necessary.

Increase your knowledge

To develop a winning habit, increase your knowledge base of your product. Keep abreast of new programs available to your prospects, as well as changes to those

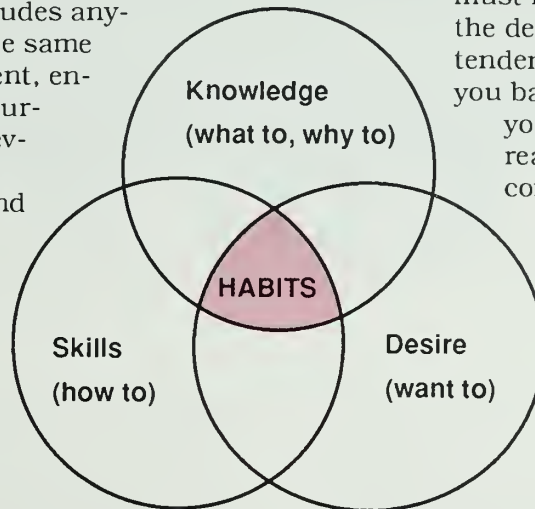
already in existence. It is essential that you know and be able to accurately present the features and benefits of an enlistment or a commission in the Army or the Army Reserve.

Know everything about what you are selling. Know everything about what your competition has to offer, too. Remember . . . the other branches of the armed forces are not your only competition. Colleges, technical/vocational schools, and private business and industry are also in competition with you. Your competition includes anyone who is interested in the same market as you for enlistment, enrollment, or employment purposes. Continue learning everything there is to know about your competition, and become an expert about them all.

Knowledge also means knowing why you are selling an enlistment or a commission. It means knowing the importance of new soldiers in the Army and the Army Reserve. It means knowing the impact that achieving the mission has for you and for your country.

Learn the skills

Possessing the skills to do the job, (knowing how to sell your product effectively) is essential in developing a winning habit. Selling is a science, and knowing how to sell professionally is a technique that requires continual study and self-improvement. Completing initial training at the Recruiting and Retention School, and the Transitional Training and Evaluation Program when you arrive at your first recruiting station will not allow you to develop a winning habit if there is no effort to continue to improve upon your selling skills. Just as physical fitness requires continuous training for sustainment and improvement, continuous training is also required for sustainment and improvement of your sales skills. This continuous improvement is required if you want to implement the habit of winning to become one of the very best in your field.



Have the desire

Knowledge and skills are important. But the key ingredient necessary to develop a winning habit is desire. Desire is known as the want to factor. You must have a desire to be the very best if you want to improve upon where you are and get out of the rut of being average. You must have a desire if you truly want to climb to the top. You must have a de-

sire to invest in your future. You must have a desire to get rid of the deeply imbedded habitual tendencies that have been holding you back. Be willing to invest in your future if you want to reap the rewards that will come by being truly successful.

Develop the habit

Simply stated, without a desire to be the best, without a positive attitude about improving upon where you are, there can never be a positive change in your performance that will let

you develop the habit of winning. Knowledge and skills are important. In fact, they are essential ingredients to success. But a desire and a commitment to be all you can be is what ties them all together and lets you develop a habit of winning.

Knowledge (the what and why), skills (the how), desire (the want to) are ingredients of the habit of winning. All that remains is you. You must make a commitment to incorporate them and become one of the best. It's up to you!

SFC Dennis Margheim, Training Directorate, HQ USAREC

"We are what we repeatedly do. Excellence, then, is not an act, but a habit."

— Aristotle

Leadership in caring

Proud to Care, *Leadership in Caring*, the Army Nurse Corps' new Active- and Reserve-specific, direct-sales videotapes, went to Nurse Recruiters in late April.

Seventeen months in production, the Active video is five minutes long and the Reserve version is nearly eight. Both feature Madigan Army Hospital's nurses, doctors, and facilities.

The original video was a single, combined presentation targeting both Active and Reserve markets. It tied together the Active message, "Nurses with BSN degrees can reap significant professional, educational, and personal benefits in the ANC," with the Reserve message, "Through part-time employment, Reserve ANC offers RNs additional income and financial assistance for BSN schooling." The common ground for both target markets was, "The Army medical team offers opportunities to practice first-rate health care at the cutting edge of technology."

Last November, nurse recruiters first viewed the tape, and their comments made evident the need for two versions.

While Reserve recruiters wanted to use the entire video saying it gave a 'total picture' of the

ANC, Active recruiters expressed reservations. They requested a tape without the Reserve message, and they asked for inclusion of master's degree program information.

COL Sharon I. Richie, USAREC's Director of Health Services, oversaw both tapes' final production.

Both versions cover ANC's preceptorship program, specialty training, high quality clinical care, leadership, continuing education, and technological advantages. But now each version addresses its own target market.

And both videos are attention getters.

Sharp graphics, excellent photography and precision editing keep them interesting.

The musical score is punchy.

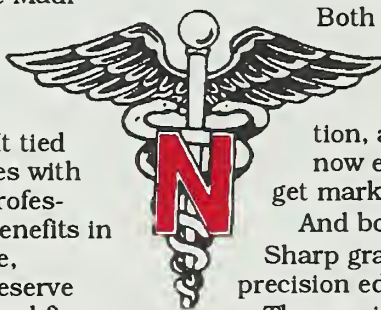
The question-answer format addresses issues about which most prospects ask.

Best of all, the users like them.

Several nurse recruiters have viewed the new videotapes. They say both versions of *Proud to Care, Leadership in Caring* are excellent tools for group and individual sales presentations.

So please use them.

MAJ E.C. Parrish III, USAREC A&PA



Assets *R'* Us



— Back to school with the Recruiting Support Command

by Kathleen Welker, Editor, RJ

It's back-to-school time, and that means the Recruiting Support Command assets will be on the road again. What that means for recruiters is that one of the best tools to get into schools will be back in their hands.

RSC's effectiveness can be seen throughout each brigade. According to a survey conducted by RSC during the first half of FY 92 and 93, the brigades directly attributed 3,355 contracts to RSC presentations. They stated over 194 school lists were also generated. As a result of RSC's visits 23 high schools opted to ASVAB test.

Advance packets for the fall touring seasons (August - December) have already been sent out to all battalion Advertising and Public Affairs offices, according to Connie Gillette, chief of scheduling at RSC. The advance packets include information sheets and posters for each show site, as well as a letter to A&PAs with a suspense date for show site schedules.

Experience from previous years indicates that for one reason or another recruiters did not always receive advance packets in time to use them effectively. Gillette counsels recruiters to look at their long range schedules, plan ahead and request copies of the advance packets from their A&PA well in advance of the scheduled show. "I would like recruiters to contact RSC if advance packets have not been received," added Gillette.

RSC assets don't operate in a vacuum. That means that in order to use this recruiting combat multiplier effectively, you have to do a few things

to make it all work.

First, decide which schools are the best places to use your RSC assets. COL Susan Cheney, chief of RSC, recommends using vans and pods to penetrate difficult schools. "Scheduling a van or pod to reward a school that's already working well with you is just not the best use. Better to offer an RSC exhibit to a school you can't get into. I guarantee you'll get results," she says.

After you have decided in which schools and events you want to place RSC assets, your battalion must send in show site schedules at least 30 days before the first show on your schedule. RSC must receive these schedules with enough time to allow the exhibitor to coordinate with the recruiter, plan travel routes, and make hotel reservations. Understand that an exhibitor spends his tour of duty on the road, and hotel reservations are often difficult in some areas during holidays and on special occasions if not made far in advance.

Then the battalion A&PA should check mileage to ensure shows are within a 75-mile radius from the previous show. Because of safety regulations, Cheney is adamant that an exhibitor will work no more than a 12-hour day, including travel time before and after the show. "Some of these guys are handling 18 wheel monsters, and tired drivers are not safe drivers," she says.

The secrets to success with RSC assets are planning, planning, and planning. "A little prior planning will reap you a wealth of leads," says Cheney.

Some RSC assets you know about — and some you don't

When you say the words "Recruiting Support Command," you probably think first of cinema vans or pods. And while these RSC assets are probably the most visible to us in USAREC, there are plenty of other things RSC can do for you.

Cinema Vans

A cinema van is a specially built semi-trailer truck. It is climate controlled and designed as a mobile theater. There are three types of presentations available in a cinema van: curriculum support, Army-oriented, and special interest.

Most of these presentations are best suited for use in a high school setting; however, because the vans provide seating for 30-35 people with standing room for 5-10 more, it can also be used at other events such as job fairs and colleges.

Two special interest shows, "Math — It All Starts Here" and "Express Yourself," are geared for middle school viewing.

Cinema Pods

Cinema pods are portable (but heavy), self-contained modules with three screens for indoor projection of multi-image slide shows. These shows were designed for seated audiences and

can be shown in darkened classrooms, libraries, or auditoriums during a regular 50-minute class period.

Audience size is limited only by the available number of seats, but because of the screens' size, 60 students is the optimum number per viewing.

As with the vans, presentations include curriculum support, Army-oriented shows, and special interests. The two shows geared for middle schools are also available in pods, although the rest of the shows were developed with high school juniors and seniors in mind.

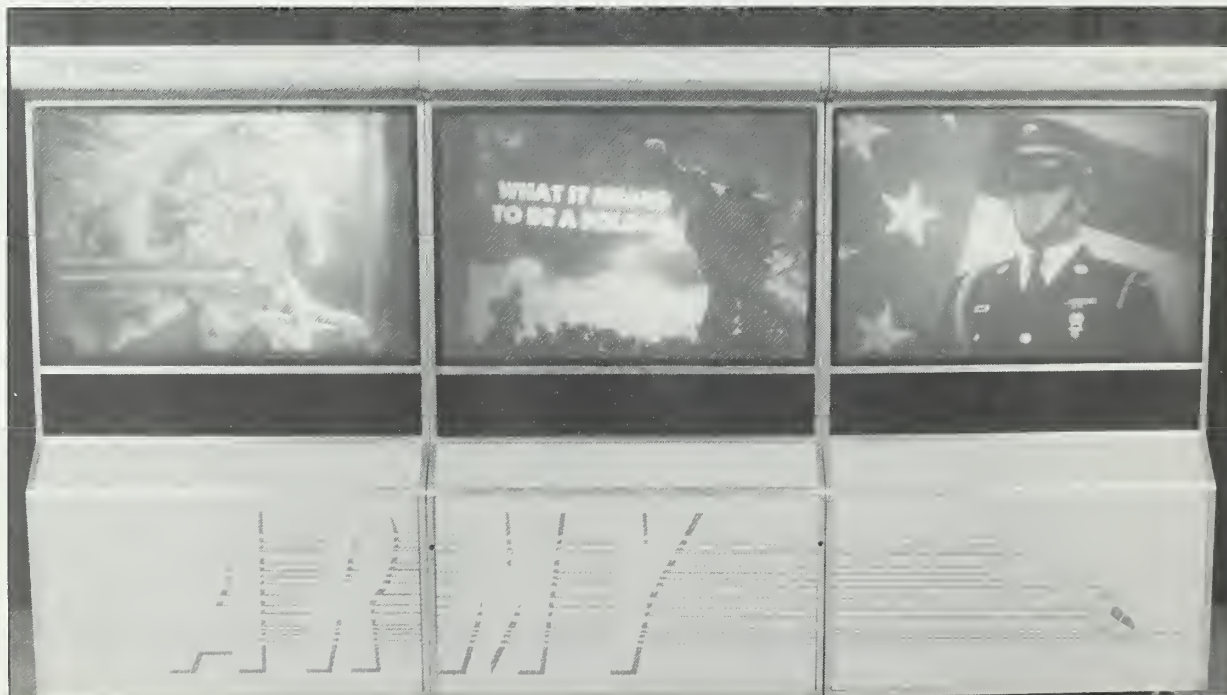
Curriculum Support Shows

Watch Your Language (English is the root of good communication and communication skills are the key to success)

We the People (American history, tells how the Constitution has shaped the spirit and destiny of America over the past 200 years)

We Are American's Future (outlines the structure and operation of our government and highlights the principles and functions that make our system work)

Day of Infamy — Era of Change (an accurate and moving overview of World War II)



A Most Worthy Enterprise (why students in today's technological world need math and science)

Army-Oriented Shows

The Path to Professionalism (carefully explains every step from civilian to soldier, from the reception station through training to graduation and on to advanced individual training)

Army — Force of the Future (an overview of high technology in the Army, includes weapons, equipment, communication, aviation, medicine, and individual protective measures)

The Army Reserve (highlights options and opportunities available, stressing education and skill training)

Combat Arms — The Tough Choice (fast-moving presentation of combined arms operations with soldiers learning about field operations, as well as leadership and commitment)

The Path to the Future (describes the Army College Fund and shows how Army skill training has marketability in the civilian work place)

Special Interest Shows

The Army Nurse (for student nurses and nurse educators, this show describe the process of becoming an Army nurse and discusses the differences between Army and civilian nurses)

Freedom Isn't Free (this patriotic song and show describes how Americans have paid the price of preserving freedom for more than 200 years)

It's Up to You (a Stay in School/Stay off Drugs presentation that stresses the idea that everyone makes their own choice)

We Were There (set to a patriotic song, this presentation takes a pictorial trip through history to demonstrate the sacrifices made by American soldiers to preserve freedom)

Express Yourself (English for middle school or higher, this show demonstrates that in today's fast-paced society, it's important that we learn how to communicate well)

Math — It All Starts Here (math for middle school or higher, this show tells the students that math is a big part of life)

The Army Adventure Van

A new project, this specially designed semi-trailer truck is meant for hands-on demonstrations of night-vision goggles, a weaponeer, a global positioning system, and a simulator of an M1 tank.

The Medal of Honor Exhibit

This walk-around exhibit is especially well-

sued for conventions, malls, fairs and other indoor uses. A free-standing module displays the Army version of the Medal of Honor under lights, and separate panels list the names of those who have earned the award. The panels are by state and interchangeable. The exhibit comes with a book of all awardees and citations.

The Army Story

Suited for indoor use, this exhibit consists of a free-standing, six-panel screen of current photographs depicting today's Army personnel and equipment. It also has a video kiosk that can accommodate a variety of patriotic footage or advertising. There are three separate Army Story exhibits, differing in the graphics used on the screens and in the video kiosk.

Videos

The following slide shows have been reproduced for your use as videos:

It's Up to You (Stay in School/Stay off Drugs — *Hut-2-3* (recruitment through AIT) — *Beginning with Basic: Civilian to Soldier* — *The Army Nurse* — *Today's Army* — *Today's Woman/Today's Army Community* (DEP) — *Outdoor Living, Army Style/Finding Your Way in Today's Army* (DEP) — *Symbols of Excellence/ A Salute to Military Courtesy* (DEP) — *Landpower: The Army's Strength/What It Means To Be a Soldier* (DEP) — *Battles and Leaders/Stars and Stripes: Symbols of America* (DEP) .

Project Management

RSC has an extensive photo lab, with the following capabilities: black-and-white film developing, printing, and reproducing; color film developing, printing, and reproducing; and enlarging of slides or photos that you send to RSC.

RSC's in-house contractor has a staff of graphic artists who can create a variety of products: decal work, original art, cartooning, typesetting, and banners. The graphics section also does layout and design, logo development, and poster design.

RSC also has a photo library of more than 50,000 photographs on a variety of subjects, most Army-related. Most of these photos are available in slide format and can be reproduced at your request.

Slide and talk kits are already available in your battalions, but they are constantly being updated. Check with your A&PA.

Who You Gonna Call?

If you need more information or have a request or project for RSC contact the friendly folks at the Recruiting Support Command, Operations Division, (703) 274-6666 or DSN 284-6666.

Students Succeed



by Ron Horvath, Tampa Bn A&PA

They're a forgotten group of students whose achievements often go unacknowledged. Most of them consider themselves lucky just to be graduating.

What unites them is that they have all overcome some type of obstacle or personal adversity — an illness, a broken home, addictions, or working full-time to support a family, but they pulled their lives together in time to complete their high school diploma.

Realizing this, the Tampa Recruiting Battalion has initiated a special Stay in School Achievement Award to honor students whose everyday efforts merit as much praise and recognition as their more fortunate classmates who typically receive end-of-year honors.

It was decided that an opportunity existed not only to recognize these forgotten students, but to do so in a way that would highlight the Army's concern with quality education and the need for young men and women to stay in school and graduate. And, at the same time, the program envisioned would allow the battalion to form partnerships with community organizations who themselves had an interest in the quality of local education.

The test program they started consisted of these key elements:

- High schools were affiliated with a local community organization
- The schools were asked to nominate two senior recipients who met certain broad guidelines:
 - They were generally eligible for Army enlistment.
 - They had faced — and overcome — a personal adversity in their lives that had at some point threatened their high school career.
 - Having overcome that adversity, they had qualified to graduate their senior class.
- The participating community organization

was asked to invite the winners, their parents or mentors, the high school nominator, and the local recruiter or company commander to an upcoming awards dinner.

- The Army recruiter presented the students with a joint certificate honoring their efforts.

"We wanted to try a test program because we weren't sure how responsive the local schools and clubs would be," said Mr. Dick Shaughnessy, Tampa Battalion education specialist. "Somewhat to our surprise, the responses were overwhelmingly positive. This gave us the opportunity to do three things: first, emphasize the Army's commitment to a quality education; second, form a stronger relationship with school officials; and, third, develop a partnership with some important community organizations and leaders."

The selected winners had indeed pulled themselves up by the bootstraps. One student improved a .57 GPA to a 2.0; another had to repeat 9th and 10th grades twice; a third faced her brother's suicide and her own drug dependency, and a fourth tagged with a learning disability all her life, graduated with a 3.0 average. More than one had at one time dropped out of school.

The award dinner sponsored by the Kiwanis Club of Boca Ciega, Fla., was representative of the presentations. In his presentation, SFC Norman Wilkins, station commander of the St. Petersburg Recruiting Station, noted, "We in the Army Recruiting Command know how vital it is — not only for the students themselves, but also for our country — that every student finish their high school program and graduate to a lifetime of learning."

To the proud winners and their parents, it was a moment of awareness that their own efforts were being recognized and appreciated by the larger community. To the Army Recruiting Command it was an opportunity to form a partnership with some of the most influential people in the local community and to encourage quality education.

Baltimore builds partnership

by Margaret Witt, Baltimore Bn A&PA

The Army and the Maryland State Department of Education (MSDE) celebrated their new partnership by signing a Partner in Education Memorandum of Understanding Working Agreement recently.

This effort demonstrated their commitment to achieving the National Educational Goals by forming a coalition with the Army 2000 Community Services Program, and the Maryland State Department of Education's Schools for Success Program.

Dr. Nancy S. Grasmick, state superintendent of education, thanked the Army assisting local school systems with 5,400 hours of volunteer service and praised the Army's future coalition building plans for Maryland students and their communities.

Robert C. Embry, Jr, school board president, said, "I think this is the untold story. In the inner city, the military provides young people with on the job training, pay, and job experience with scholarship assistance available after the young person leaves the military."

Embry also noted, we need to look to the military as an alternative. In the military, job training is career training specific. "So, we need to do a great deal more to prepare our kids, and make them aware of the careers in the military, as an option."

It was about 12 months ago when Battalion

Commander, LTC Patrick G. Snapp, spoke to members of Dr. Grasmick's staff and they decided that their interests were mutual.

"Our interests are mutual because we're both interested in qualifying young people who are getting ready to go into the job market. We consider one of the top jobs to have is with the United States Army," said Snapp. "We can help solve

some of the problems within the educational community, particularly in the middle and secondary schools, and help with the Schools for Success Program in other ways.

"A number of years ago, it became abundantly clear to us, in the Army, that if we were going to operate, introduce,

maintain and sustain very sophisticated weapons systems, we had to get involved early on with young America," said Wheeler. "We're becoming more involved in the global economy."

"To be totally unbiased, we think that you as tax payers of this great nation of ours have already invested resources to allow us to work with you. I personally guarantee that this partnership that was just signed, is just the beginning."

Guest speaker Ellen Gonzales, assistant state superintendent of Maryland Schools, said, "Where the Army is providing services and support we find it truly makes a difference. Not only in the lives of those young people, who are going into the Army, but in the lives of their teachers and parents."



Dr. Nancy S. Grasmick, LTC Patrick G. Snapp, MG Jack C. Wheeler, Robert C. Embry, Jr, and Darla Strouse enjoy the signing of the partnership agreement. (Photo by Margaret Witt)

1. Station commanders will conduct performance counseling in accordance with the requirements of the new Noncommissioned Officer Evaluation Report (NCO-ER).

- A. True
- B. False

2. The station commander will maintain the current copy of USAREC Form 660 (Recruiting Station Evaluation Checklist) or USAREC Form 660-A (Nurse Recruiting Station Evaluation Checklist) in the recruiting station inspection binder. The previous inspection will be maintained in the recruiting station active file for _____.

- A. 6 months
- B. 1 year
- C. 15 months
- D. 2 years

3. While USAREC Reg 601-95 describes information regarding DEP and DTP maintenance in addition to USAREC Reg 350-7, guidance concerning the maintenance of ANC officers pending accession is contained in _____.

- A. USAREC Reg 350-6
- B. USAREC Reg 601-37
- C. USAREC Reg 600-22
- D. Health Services Command Circular 601-18

4. The final decision to terminate recruiter followup for a given prospect or applicant rests with the _____.

- A. recruiter
- B. recruiting station commander or the recruiting company first sergeant
- C. recruiting company first sergeant
- D. recruiting station commander

5. The recruiting station commander will conduct formal weekly training. It is prudent to conduct the training at recruiting station level _____.

- A. for a minimum of 1 hour
- B. for a minimum of 2 hours
- C. for a maximum of 2 hours
- D. for a minimum of 2 hours or more frequently if needed

6. Recruiting station level training schedules will be published _____ with a copy of these schedules provided to the CLT within 10 days after publication.

- A. not less than 3 weeks prior to the date of training
- B. not less than 2 weeks prior to the date of training
- C. 30 days prior to the date of training
- D. monthly

7. Training schedules (USAREC Form 496) will be prepared _____ and published no later than the first day of the new training quarter.

- A. for all training
- B. for quarterly and annual training conferences
- C. for all training other than day-to-day, hands-on, performance oriented training accomplished by first line supervisors
- D. for quarterly, annual, and selected specialty training conferences

8. The CLT will contact _____ of the previous month's new DEP and DTP members no later than the 15th of each month.

- A. at least 5 percent
- B. at least 10 percent
- C. at least 15 percent
- D. at least 20 percent

9. What program recognizes undergraduate nursing students for exemplary academic, community, and professional achievements?

- A. The Top Nursing Student of the Year Program
- B. The Chief, Army Nurse Corps Award Program
- C. The Spirit of Nursing Award Program
- D. The Best of the Best Nursing Student Award Program

10. When processing a CONAP application, who is responsible for mailing the college referral form to the designated colleges and a copy to SOC?

- A. The education services specialist
- B. The recruiter
- C. The education coordinator
- D. The recruiter or the station commander in the absence of the recruiter

11. What is the requirement for senior male contacts by 31 August?

- A. 5 percent
- B. 10 percent
- C. 25 percent
- D. This is left to the discretion of the recruiting station commander.

12. Information about the date for student ASVAB testing, the number of students to be tested, rooms involved, proctors required, and tests and answer sheets needed must be gathered by the responsible personnel and provided to the MEPS on an original _____.

- A. USMEPCOM Form 601-4-3
- B. USMEPCOM Form 714-B
- C. statement with the school letterhead
- D. USAREC Form 633-XXX

13. The automated USMEPCOM Form 714-A is completed IAW _____ to request United States Military Entrance Processing Command (USMEPCOM) to administer the initial ASVAB examinations at MET sites or MEPS.

- A. USAREC Reg 350-6
- B. USAREC Reg 601-89
- C. USAREC Cir 601-89
- D. USMEPCOM Reg 601-210

14. We recruit in a dual market concept. The dual market concept includes _____ and _____ prospects.

- A. U.S. Army/U.S. Army Reserve
- B. employment oriented/college oriented
- C. male/female
- D. mental category 1-3A/mental category 3B

(The answers to this month's Test can be found on the inside back cover.)

The Way I See It

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

This section of the *Recruiter Journal* magazine is one of the most informative and entertaining areas of the whole publication. Sometimes I can't wait for myself or some other reader to ask that key critical question that has been nagging in the back of our minds. More important, I can't wait to see how the Chief of Staff will respond.

However, I can't help feeling deprived by being limited to reading only one comment or question (talk about cutbacks). I am sure your readers have overwhelmed you with questions; therefore, I would like to suggest you expand this section of the *Recruiter Journal* magazine with at least four questions. I am convinced by expanding you will be getting more bang for your bucks!!!

The Chief of Staff responds:

Thank you for taking the time to send your comments. I hope you continue to find the *Recruiter Journal* informative and entertaining.

I appreciate your suggestion to expand *The Way I See It* section in the *Journal*. The length of *The Way I See It* is dictated by the number of responses received. If the *Journal* receives more than one response, *The Way I See It* is gladly expanded. It is very seldom more than three responses a month come in, but be assured the *Journal* tries to print every response it receives.

The Way I See It is your vehicle to voice ideas and concerns. Hopefully more people will become as enthusiastic as yourself and begin writing in. Once again, thank you for your comments.

A recruiter writes:

I have just recently been assigned to USAREC. As I read *The Way I See It* article in the June 1993 issue, I began to wonder about the article. I believe that the recruiter's idea was a good one. I believe the TDY should be 12 weeks to include the school training.

One significant thing that I noticed was the Chief of Staff's response concerning two interviews, one by the current battalion commander and the other at the schoolhouse. I, unlike many of my peers, received one by my battalion commander. I did not receive one, nor did any of my classmates, at the recruiting school. We were simply told that we were selected and this is what we were going to do.

I do not want this to construe a bad attitude on my part. I was given a mission and I will complete it. The point I wish to make is that the double interview is not being done to the standards of USAREC. The first is only done to assure USAREC is receiving a qualified student. The second is an order, not an interview.

The Chief of Staff responds:

Thank you for taking time to send your comments. I value them.

Concerning your question about the interview conducted at the schoolhouse — although not all students of the Army Recruiting Course are interviewed, an analysis of students is conducted. A block of instruction and questionnaires are used to determine a student's eligibility. Students who meet the criteria for assignment are then processed, without a one-on-one session, for a position within a battalion pending graduation. Students who need

The Way I See It

exceptions are given individual interviews to determine if an exception will be granted.

I would like to thank you for using *The Way I See It*, and I encourage you to tell others about it. It is through questions like yours that we become aware of the needs of the field force. Once again, thank you.

A recruiter writes:

I would like to express my opinion about the topic of TTE programs and retainability. I would just like an explanation.

If a detailed recruiter while on TTE status does not meet the standards of evaluation within 9 months, why do they (CLT, BLT) keep those recruiters in the trenches? I want to recruit with NCOs who want to be out there. I'm tired of having to work with NCOs who constantly whine about being out here. They express that opinion openly to their peers and eventually it gets to the market.

What happens from my view point is they keep those recruiters out here, and sometimes even send them to the Station Commanders Course, when at no time do they want to convert. Why not send an NCO who truly expresses a desire to become a recruiter (OOR)? Seems like it would save a lot of money and time.

Also, if someone revises the TTE program as to the way the new recruiters learn the ropes (like becoming more involved in how the CLT works), the recruiter could see the way the recruiter, the station, and the company share a common goal. He or she would have a better understanding of how the unit works as a whole. Team work is the key.

Maybe the TTE Program should be lengthened by 3 months and also be in two phases and have more boards by company commanders and first sergeants to get a different

evaluation other than the station commanders'. I think station training twice a week should be a minimum for each recruiting station and should be enforced just like PMS. If someone could just stand back and look at the TTE Program and see what training is working and what is not, it would pay off.

The world is changing, the Army needs to keep up with changes. Better trained recruiters are more confident in the foxholes. They will not ask for it; you need to force training on us.

The Chief of Staff responds:

Thank you for taking time to send your comments.

The TTE Program is designed to train new recruiters on essential recruiting tasks helping them develop into effective salespersons. The program includes assessments, task/sales skill evaluations, and mentor training using subject matter experts (i.e., U.S. Army Reserve recruiter, station commander, first sergeant, recruiter training noncommissioned officer, etc.).

The TTE Program is currently under revision. This revision will concentrate on the essential tasks required to become and remain efficient and effective. The goal is to provide our most valuable asset, the new recruiter, with all the training necessary to ensure success.

The command is also looking at current guidelines used to select soldiers for professional development courses. These courses are important to the success of the command and should be filled with noncommissioned officers prepared to meet the challenge.

How do you see it? Send your comments on the form on page 15.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
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Fold here first

Always on the job

by Vernetta Graham, RJ staff

Special assignments deserve special pay. SOOR types, as well as a few other Military Occupational Specialties, are specifically trained to perform a unique assignment. And along with this assignment comes a unique incentive — Special Duty Assignment Pay (SDAP).

According to AR 600-200, Enlisted Personnel Management Systems, SDAP is a monthly monetary incentive paid to qualified, enlisted personnel who serve in designated special duty assignments. It is given to specific personnel who have extremely demanding duties. Duties that require extraordinary effort for satisfactory performance or an unusual degree of responsibilities.

AR 600-200 lists the following criteria that make recruiters eligible for this special pay:

- on active duty and entitled to basic pay
- serve in the rank of PFC or higher
- complete special schooling required for qualification in the special duty assignment or has completed equivalent on-the-job training
- designated as qualified in one of the authorized special duty assignment positions
- properly assigned and performing the duties of the designated special duty assignment
- not receiving any other proficiency pay

SDAP pertains to a specific assignment; it is not a replacement for Variable Housing Allowance (VHA). SDAP is an incentive. It helps recruiters deal with any stresses or difficulties they must face while accomplishing their mission.

"Recruiters are deserving of SDAP, primarily because of the hardship of working so many additional hours every day of the week," commented SFC Johnnie L. Dennis of HQ USAREC Recruiting Operations Directorate.

Recruiters can work as many as 12 to 15 hours a day to accomplish their mission. They rise long before the sun to pick up applicants and deliver them safely to the MEPS. Recruiters spend hours standing in the local schools talking with prospective applicants. Their days include reviewing, planning, processing, and presentations.

Their nights involve a lot of the same, plus community activities. Recruiters are very visible in their local areas, giving speeches at local civic events, participating in sporting activities, attending school programs, planning skill clinics,

and working with local youth organizations.

If recruiters sat behind a desk for 8 hours a day while people lined up before them to enlist, no extraordinary effort would be required, but that's not reality.

Recruiters must cope with the mental stress involved in accomplishing their mission. Most recruiters live in small communities and must cope with that area's ideals and traditions. They face constant rejection, prejudice, discrimination, racism, and numerous personal insecurities to be successful. Recruiters work through these issues everyday to accomplish their task.

"Recruiters deserve this pay because of their high profile jobs in the local community. Everyday we face pressure and stress," commented SFC Robert L. Conley, HQ USAREC, Recruiting Operations Directorate.

They are always on the job. When a recruiter is with his/her family at the local mall and runs into a DEP member, that recruiter is on the job. When a recruiter attends church and meets a local civic leader, that recruiter is on the job. When a recruiter is enjoying a picnic at the local park and is introduced to some youths playing basketball, that recruiter is on the job.

SFC Bradley J. Oberklaus also of Recruiting Operations noted, "SDAP helps to compensate for unusual working conditions, working very early mornings, or coming in Sundays and holidays to get the job done."

The recruiters' mission also requires more training than received in the normal course of a military career (i.e., Advanced Individual Training, the Basic Noncommissioned Officers Course, etc.). "Recruiters acquire skills through experience, not reading a book. It takes an exceptional type to learn what recruiters know," said Oberklaus.

Soldiers devote 6 weeks of their lives learning sales techniques and the recruiting system. Once they have completed the Army Recruiter Course it's time for on-the-job training. Each day they apply what they have learned and gain even more knowledge on the frontlines of the civilian communities.

SDAP may seem like a small thing, but it's the small things that add up to a big thing — quality of life. Special Duty Assignment Pay — some would say it's enough, others would say they need more, but no one can possibly say they don't deserve it.



Make the school year Golden

... Knights that is

by Vernetta Graham, RJ staff

Back-to-school again, a time when recruiters are looking for every advantage they can find. One advantage is the U.S. Army Parachute Team, The Golden Knights. They are working hard with recruiters to publicize the Army. The Golden Knights, also known as the Army Ambassadors, are a valuable combat multiplier that can assist USAREC in achieving mission box. It makes good public affairs sense to integrate local recruiting activities with Golden Knights events.

The Golden Knights team is an important national TAIR asset and a valuable recruiting tool. This team should be used to their fullest potential, and to do this they need to interact with potential recruits. The team members can share experiences and explain what the Army is to someone who has never had the pleasure of being associated with it. They can talk about their jobs in the Army, past and present.

"We have team members who have worked in a lot of different jobs, from tank mechanics to saxophone players. They can share a little bit of the Army through their personal experiences," commented SGT Joe Belcher, Golden Knights media relations. Using the team only for a jump, without interaction with possible applicants, does not provide the most positive promotion of the Army.

The team has a set performance, but members enjoy meeting with the audience once the show is completed. A typical show lasts from 15 minutes, for a Mass Exit demonstration, to 30 minutes for a Full Show. If it is coordinated, after the last jump, the team forms up, makes

a presentation, and then moves into the crowd to pack their parachutes and interact with the audience. The team can also assist in high school and other community events, which should already be planned in case inclement weather cancels the jump.

The team is also willing to add days to scheduled performances. Commanders can request add-on days for USAREC-specific events, such as high school visits, DEP functions, civic events, etc.

Requests for add-on days must be received by the team no later than 60 days prior to the event. Golden Knights should not be committed to an event without prior approval.

The local USAREC commander (station, company, or battalion) must have an effective plan of attack to maximize the potential benefits the Golden Knights can provide to a specific recruiting area.

- Determine time and location. The local recruiter can use the team's show schedule to coordinate with the team to do a separate



event, such as an add-on day to scheduled shows. It is very important that the recruiter be flexible; the team is unable to support all the requests it receives.

- Organize initial coordination with the team show coordinator (a coordination outline is provided in the Golden Knight's support manual, found at the local Advertising and Public Affairs Office).
- Ensure an appropriate target audience is available at the show site, so the team members can interact with the audience following the jump.
- Recruiter involvement with the team after the jump is very important. It is the single most critical element to a successful event. The members of the team are not Army Recruiting Course graduates, and it is essential that recruiters are on the scene to

essential to ensure the drop site is adequate.

- The Certificate of Authorization (detailed in the support manual) must be available to the advance person.
- Show sponsors are obligated to provide all required administrative and logistical support (detailed in the support manual) so the team can properly support the event. Only the Parachute Team chain of command has the authority to modify or change those requirements.

The continued direct integration of the Parachute Team and USAREC to support the recruiting mission is strengthened by understanding what the team can do and what support the team needs in order to make an event successful.

Recruiters work side-by-side with the

members of the Golden Knights Parachute Team to make the Army presence known. Together, they will continue to put quality people in boots.

answer the tough questions and snag the interested applicants.

■ Media coverage is a must, even if the show is not directly involved with a USAREC event. The more media coverage by the responsible A&PA, along with recruiters present with RPIs, the greater the ability to strengthen community awareness of the Army. This will also increase the potential for the individual recruiter to gain some benefit from the show.

- Maintain contact with the team's show coordinator.

Other considerations to keep in mind when planning for Golden Knights support:

- The team leader is in charge of the show. There is a set show sequence that must be followed. Any variance is allowed only for weather or safety reasons.
- Preplan team involvement in non-jumping activities. The activities must be presented to the show coordinator prior to the team arriving in the area.
- The local USAREC point of contact must meet with the team advance person. This is



A member of the Golden Knights explains their equipment to DEP members and guests during a DEP function. (Photo by Paula Ramoino)

About the Golden Knights

The U.S. Army Parachute Team, the Golden Knights is headquartered at Fort Bragg, N.C. The 83 men and women who make up the team come from various backgrounds and hold various military occupational skills.

In 1957, seven soldiers from the Army's Special Forces received training in what was then called delayed fall or freefalling parachuting.

BG Joseph W. Stilwell, Jr, the Chief of Staff of the XVIII Airborne Corps and Fort Bragg, N.C., breathed the Army Parachute Team into existence, September 1959, by forming the Strategic Army Corps (STRAC) Sport Parachute Team.

The STRAC Team, which was formally activated and redesignated as the U.S. Army Parachute Team, June 1, 1961, was given a three-fold mission:

- perform live aerial demonstrations for the American public and spread goodwill for the Army
- compete in national and international parachute competitions
- research and develop new parachuting techniques and equipment

The Army team, later given the official nickname, Golden Knights, accomplished its mission above and beyond the call of duty. Since 1959, the team has performed over 7,000 aerial demonstrations in all 50 states and 44 foreign countries. The Golden Knights have produced 102 national champions and 22 world champions.

The Golden Knights are organized into two demonstration teams: the Black and Gold teams; three competition teams: the Style and Accuracy team, the Relative Work (Freefall Formation) team and the Canopy Relative Work (Canopy Formation) team; an aviation section with a fleet of five aircraft; and the headquarters section with a rigger, administration, logistics/budget, and media relations section.

The demonstration teams travel around the country up to 280 days each year from March through November, performing in airshows and special aerial demonstrations such as state fairs and numerous sporting events.

The competition teams have never failed to bring home to Fort Bragg their medals of accomplishment at the U.S. National Skydiving Championships and have won an impressive 12 world team titles.

The Golden Knights currently hold the men's silver medal (overall World Champion), and the gold medal in eight-way Relative Work. The newly formed Canopy Relative Work team has brought back two gold and one bronze medal in this first year of competition and participated in a world record — canopy stack formation.

The aviation and headquarters sections work endlessly to support their teammates and ensure the team's mission

is accomplished.

Throughout this great land and the entire family of nations, the members of the Golden Knights serve as good will ambassadors for not only the Army, but also America. Their superior performances, conduct and accomplishments have helped rekindle and sustain its national pride and make Americans feel good about themselves and their military forces.

U.S. Army Parachute Team Golden Knights 1993 Schedule

AUGUST

1	Ellsworth AFB, S.D.
4 - 6	Fort A.P. Hill, Va.
7 - 8	K.I. Sawyer AFB, Mich.
9 - 14	Lethbridge, Conn.
14 - 15	Milwaukee, Wis.
21 - 22	Bloomington, Ill.
21 - 22	Avcoa, Pa.
23 - 26	Gray, Tenn.
28 - 29	McChord AFB, Wash.

SEPTEMBER

2	Richlands, Va. (Tentative)
4 - 6	Cleveland, Ohio
6	Jackson, Miss.
10 - 12	Kenosha, Wis.
11 - 12	Swanton, Ohio
18 - 19	Smyrna, Tenn.
18 - 19	Manassas, Va.
25 - 26	Denver, Colo.

OCTOBER

1 - 4	Dallas, Texas
2 - 3	Travis AFB, Calif.
5 - 8	Dallas Recruiting Area (Tentative)
9 - 10	Fort Worth, Texas
9	Spartanburg, S.C. (Tentative)
16	Laughlin AFB, Texas
16 - 17	Anniston, Ala.
23	Edwards AFB, Calif.
24	Castle AFB, Calif.
29 - 31	El Paso, Texas

NOVEMBER

11	Pinehurst, N.C. (Tentative)
13 - 14	Daytona Beach, Fla.
13	Clemson, S.C.

(schedule is subject to change)

Get to the ballpark early

by SFC Dennis Margheim, Training Directorate,
HQ USAREC

What makes Barry Bonds one of baseball's best hitters? Is there a formula for his success? With one of the best swings in baseball, you'd think he'd have better things to do than to stand in the cage hitting balls.

What does this have to do with the recruiting business? Why is this important to you?

Like a successful baseball player, you start as a successful soldier with natural ability. The ability to communicate. The ability to plan and organize. After acquiring the basic skills of selling the Army and the Army Reserve at the Army Recruiter Course, your ability and skills are put together in the field as you face the challenge of being a recruiter.

The Transitional Training and Evaluation (TTE) program, a mentoring process whereby you receive hands-on training designed to improve your skills, transitions you into this arena. At the end of this transition, the Individual Sustainment Training (IST) program takes over. Like pre-game batting practice in the batting cage, this is training designed to keep your skills honed to the cutting edge, insuring your success.

"Automation is one of the keys to increasing our training effectiveness in the future," said MSG Barbara Haley, chief of the Computer Based Training Division of the Training and Plans Directorate. "With the crucial issues that face us, we're investing our resources and energies into Interactive Video Delivery Systems (IVDS). This is one of the most effective training methods available today to train our force to standard."

"Interactive video delivery is a state-of-the-art method of automated individual instruction. It's a personalized method that allows a student to participate and become actively involved," said MSG Jesse Johnson, also of the Training and



Plans Directorate. "That's the secret to its success."

With fewer station commanders, the opportunity for constant one-on-one hands-on training is greatly reduced. Interactive video is one of the answers to that problem.

Interactive video training

USAREC has already fielded "Face-to-Face Prospecting," its first interactive video training program to be produced. More videos are planned and will be in the field during FY 94.

"We encourage comments from the field on this new method of training," added Haley. "If soldiers who actually use it will share their comments with us, we will be able to make improvements and increase the training effectiveness of our interactive systems. But we need to hear from the field."

Johnson said, "Any interactive video training system is only as good as those who use it. It's very important that recruiters let us know what they think of this new training tool. Our objective is to provide training that will allow recruiters to keep their skills honed to the cutting edge. We need to hear from them."

"We feel that interactive video is an effective training tool for increased learning in the future," said COL Ron Deaver. "We are confident that the field force will let us know. We are sure, however, that nothing will ever replace hands-on performance-oriented training conducted by the first line supervisor. That has always been and will always be the key to increased learning."

Editor's note: Send your comments on the Face-to-Face Prospecting interactive video training package to: HQ, USAREC, Attention: RCTNP-CBT (MSG Haley), Fort Knox, KY 40121, or call (502) 624-8758.

Family team-building

— *new program focus*



The concept of training as a team is older than the Army itself, but a new program that applies to family team-building is in the works to make life in the rapid-projection Army a little easier.

Army Family Team Building is training designed to help soldiers realize the importance of family readiness in connection with Army readiness, and also to give families the skills to work inside the Army system — whether or not the soldier is home or deployed.

"Family members have said for years that they need to be better trained and prepared for deployments and contingencies," said Janet MacKinnon of the U.S. Army Community and Family Support Center in Washington, D.C. MacKinnon is a member of the Army Family Team Building task force. "They want to understand better what the Army expects of family members," and likewise, "they want to the Army to understand what family members expect from the Army," she said.

According to program monitor LTC John C. Edgecomb, an action officer at the Command and General Staff College's leader development office, Army doctrinal changes will make the program even more beneficial to soldiers and families. "If the Army deploys as frequently as it has in the (recent) past with little or no notice, there will be an increase in the burden and responsibility on family members to be able to continue normal family life activities," he said.

For soldiers, four levels of training will be conducted at U.S. Army Training and Doctrine Command schools. The first level, pre-entry to

military service, will be followed by training upon entry, and follow-on training at the junior and senior levels. The instruction is designed to "teach a servicemember about things that relate to the family member from a family member's perspective," Edgecomb said.

For family members, the leadership development office's three-phase training plan begins with family members who are new to the Army. The second level deals with the needs of family members who eventually gain various positions of responsibility in the Army community — such as Red Cross volunteers or housing area mayors — and emerging leaders in family support groups.

The focus of level three is to train family members who have assumed roles in organizations where they are responsible for planning activities, conducting meetings, managing volunteers and disseminating information. The program has the enthusiastic support of leaders at the Army's highest levels, Edgecomb said. "The senior leadership of the Army is so supportive of this initiative... to the point that we're hoping that Army family matters will be items on ARTEPs (Army Training and Evaluation Programs) on which commanders will be evaluated. That is a very significant improvement that could help us to institutionalize the program."

Family team-building training for soldiers is scheduled to commence as early as this summer, officials said.

(From a Fort Leavenworth public affairs release.)

DCSPER inducts nearly 800 recruits

■ "Some people don't think the Army is hiring anymore. But here's proof that we are," said Army Deputy Chief of Staff for Personnel LTG Thomas P. Carney, as almost 800 young men and women stood, raised their right hands and swore the oath of enlistment.

The Delayed Entry Program recruits from the Baltimore and Washington area gathered at the Capital Center in Landover, Md., June 12 for the mass enlistment. The ceremony took place during the Army's annual "Spirit of America" pageant.

The pageant dramatically portrays the intertwining histories of the United States and its Army. Through reenactments, the recruits

and thousands in the audience glimpsed past military lifestyles. They saw how the Army of today and tomorrow works to protect and defend the U.S. Constitution.

After the swearing-in, the recruits seemed confident about their decision to join the Army. And, though they expressed some natural fear of the unknown, they were excited about embarking on their new lives.

The Army's drawdown didn't worry these newest soldiers. If they considered it at all, they were determined to win out over the reductions. "I'm from a military family," said Oscar Holt, explaining why he enlisted. "I'm going to stay in till they kick me out."

"I started thinking about it before (high school) graduation," said William Tydings, who received his diploma only a few days before. The Army is "a good way to get started,

independent and on my own, to get a good job with a skill."

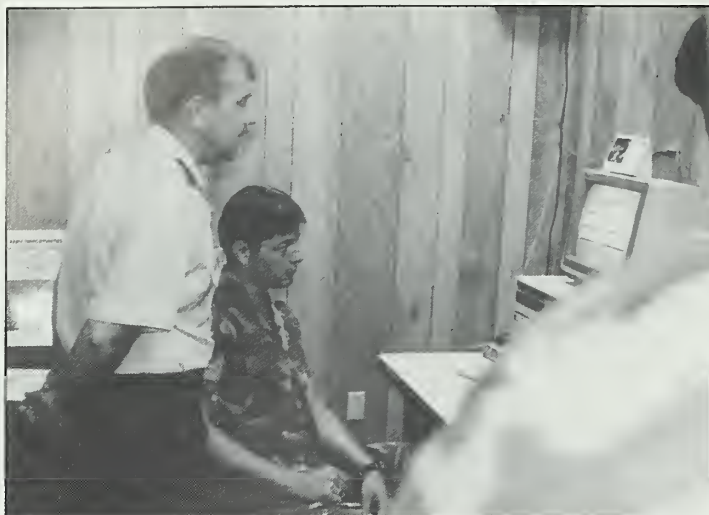
"I joined for the money for college, plus the skill training," said his friend Sherman Curtis, who enlisted to work in occupational therapy. Celynda Bragg said she's always wanted to be military and serve the country. But practical matters also entered into her decision — "The recruiter offered the Army College Fund, and I figured it's the best way to succeed in the future."

And at least one of these new soldiers had prior service, coming back to the military as a prodigal. Mary Grange was previously in the Navy, which is not now accepting prior service, she said. "I just missed the military lifestyle," she explained. "I loved it."

Saralynne Snell (Army News Service)



Nearly 800 recruits from the Baltimore, Md. and Washington D.C area were inducted into the Army by Deputy Chief of Staff for Personnel, LTG Thomas P. Carney. LTG Carney remarked about 1993 being the 20th anniversary of the all-volunteer Army, the Army is still hiring, and the value to the personnel of the Montgomery GI Bill. (Photo by Jerome Howard)



SFC William Jennings, station commander in Dentsville, S.C. explains the sales presentation on the JOINS to members of the Venezuelan Army. (Photo by Russ Fitzgerald)

Venezuelan visit

■ Seven Venezuelan Army personnel visited the Dentsville, S.C., recruiting station recently to see how the Army recruits an all-volunteer force. The group was taking part in an exchange program between the United States and Venezuela.

The seven visitors, all involved in various aspects of basic training in the Venezuelan Army, spent one week at Fort Jackson observing all phases of Army basic training. They were especially interested in learning how we use training aids, simulators, and our success at recruiting an all-volunteer Army. When they return home they will adapt what they've learned to their own Army's needs. We in turn will send a team of U.S. military personnel to Venezuela to see how their Army operates. Hopefully, each country will gain knowledge and new ideas from the other.

Currently the Venezuelan Army uses a conscription system requiring all males to serve 2 years in the military.

The only women in their Army are nurses. They are considering changing to some form of an all-volunteer Army, thus their interest in our recruiting methods.

SFC William Jennings, station commander in the Dentsville station, briefed the visitors on the recruiting process - from prospecting, to MEPS, to active duty. None of the guests spoke English and Jennings speaks no Spanish, so the briefing was conducted through an interpreter provided by Fort Jackson. The guests were very impressed with the JOINS system and the videos on laser disc.

LTC Jonathan Benedict, Columbia Battalion commander, gave a short presentation on the structure of USAREC, the size of the battalion and location of the companies.

The Venezuelans were very appreciative of the thorough job done by Jennings. Before departing, the group presented Jennings a desktop Venezuelan flag.

Russ Fitzgerald, Columbia Bn A&PA

Eternal optimist

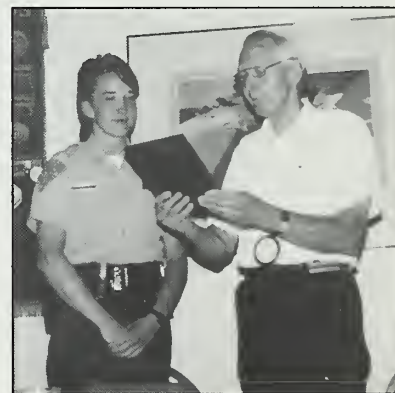
■ Recently, SFC Corrine Purucker, Army Reserve Recruiter for the Tucson East Recruiting Station, was honored by the Rincon Optimist Club in Tucson as the Reserve Police Officer of the Year.

Purucker has always been an active member in her community from working as a volunteer fire fighter to doing volunteer service for the Veterans Administration.

According to Purucker, her most challenging community service so far was becoming a Reserve Police Officer. "The Limited Police Reserve Academy is 6 months long," stated Purucker. The 6 month course consists of classroom and field work.

According to SGT Jon Heiden, the Tucson Reserve Officer Coordinator, Purucker is an extremely dedicated and enthusiastic Reserve Officer, who is always willing to volunteer her time for speaking engagements in her community, working on patrol, or helping out various non-profit organizations. Purucker volunteered over 600 hours of service in 1992 saving the city of Tucson approximately \$9,000.

Paula Ramoino, Phoenix Bn A&PA



SFC Corinne Purucker receives an award from Mr. Frank Wright, chairman for the Rincon Optimist Club. (Photo by Paula Ramoino)

Trends in annual prevalence of selected illicit drugs by high school graduate class

Percent who used in last 12 months

Drugs	1976	1981	1986	1991	1992
Any illicit drug use	48.1	52.1	44.3	29.4	27.1
Marijuana/hashish	44.5	46.1	38.8	23.9	21.9
Hallucinogens	9.4	9.0	6.0	5.8	5.9
Cocaine	6.0	12.4	12.7	3.5	3.1
Stimulants	15.8	26.0	13.4	8.2	7.1
Alcohol	85.7	87.0	84.5	77.7	76.8

Source: "Monitoring the Future," University of Michigan

It pays to know the culture

Ethnic marketing is marketing with a little bit of attitude - an attitude that sees opportunity to create new business, says Bill Imada, President of Imada Wong Communications. When marketing to Asians, it pays to do your homework, and to give your company representatives cross-cultural training. For example, most Asians resent aggressive sales approaches and will only buy from someone who has built and nurtured a relationship.

Referrals are very important; loyalty and trust are critical elements of the business relationship.

Other tips: business cards are carefully scrutinized and must contain your title. Asians are image-oriented; learn which symbols, numbers, or colors have hidden or negative meanings.

Studies show need to push for academic excellence

In 1968, black men earned 45 percent less than white men; by 1977 the gap had narrowed to 29 percent, but there has been no gain since, says Rand Corporation economist Dr. James Smith. He believes the reason is that blacks have stopped gaining on whites in education. "Education is the principal medium for black economic mobility," says Smith, calling in the *Wall Street Journal* for a push to raise black achievement levels and restore college financial aid funding.

Government data compiled in the "Digest of Education Statistics" issued by the Department of Education, National Center for Education Statistics (NCES) confirm that on a variety of tests and other academic evaluations, white and Asian students on average consistently and significantly out-perform black and Hispanic students in all subject areas.

Education prepares students for the future

One of the most common visions of the future is the coming of the information society. The idea is simple, yet profound. Civilization was transformed first by agricultural technology, then by industrial technology; we are now experiencing the effects of information technology, transforming work, politics, popular culture, religion, family life and much more.

Doing what you are told is not valued behavior in the information society. Figuring out what to do is. Coming to work on time and following a schedule is not required in the information society. Using your time for the greatest benefit is. Doing your job isolated from co-workers is not effective in the information society. Working together in diverse and flexible teams is. These are the exact characteristics that the Army has been providing for years. You, the recruiter, are selling a very marketable commodity...

Industries generating most new jobs Sept '90 - Sept '91

Industry	Employment change (Thousands)
Small Business - Dominated	+96
Nursing and Personal Care Facilities	+75
Physicians Offices	+54
Computer and Data Processing Services	+52
Residential Care	+47
Miscellaneous Business Services	+42
Amusement and Recreation Services	+38
Outpatient Care Facilities	+27
Engineering and Mgmt Services	+26
Individual and Family Services	+21
Mailing, Reproduction, Stenographic Services	

Source: U.S. Small Business Administration

Unemployment remained stuck in April

The nation's unemployment rate remained at seven percent in April for the third month in a row, the Bureau of Labor Statistics (BLS) reported. The number of service jobs increased during the month, but manufacturing employment sunk to the lowest level in 28 years.

Compiled by Program Analysis and Evaluation Directorate

Questions or comments? Contact Sandy Ramos, 1-800-223-3735, extension 4-0776.

Army Reserve new recruit survey

The U. S. Army has successfully met or exceeded its USAR recruiting goals for most of the 1980s. Much of the success of the recruiting program has been attributed to the strategic intelligence provided by continuous market research. The continuous tracking of why quality young men and women enlist and the development of incentives to meet their needs benefit both the Army Reserve and the individual.

Based on U.S. census data which shows an expected decline in the proportions of men and women aged 18-24, the Army Reserve can expect to experience increased difficulty in attracting quality men and women. With fewer service-aged youths available to enter the Army, other services, and the civilian work force, competition is keen. Thus, it is vital that we learn all we can about the prime market. This must include a detailed understanding of changes in their demographic make-up, their perception about the value of an Army enlistment, their influencers, and what incentives appeal to them.

Why they join

Money for college clearly remains the overwhelming reason for enlisting in the USAR by more than a two-to-one margin over the second reason, skill training.

There are strong indications that the USAR is perceived as a try before you buy product, in that two in 10 respondents say they plan to transfer from the Reserve to the Regular Army before the end of their current enlistment. While this may not be all bad, it may create additional turmoil for TPUs already facing volatile market situations.

Demographics

What type of folks join the USAR? The survey responses suggest that the USAR soldiers now joining are predominantly white (63.9 percent), average 19.6 years of age (about the same as their RA counterparts, who average 20.2 years of age) and had pre-enlistment weekly earnings between \$50 - \$99 (very comparable to their RA counterparts).

Aspirations

The really good news from all of this is the recruit accessing into the USAR has very high aspirations and is most likely using their enlistment to better themselves.

Impact of the economy

We showed earlier that money for college was clearly the most important reason recruits join the USAR. With current unemployment rates and still uncertain economic picture, recruits appear ever vigilant in their effort to do whatever it takes to get the needed funds.

In conclusion...

There are strong indications USAR recruits are deeply concerned over their economic well-being. The quality young people enlisting in the USAR

are concerned with how they will get the needed money for college. Other research has indicated that attending college is the stated primary goal for the vast majority of our prime market.

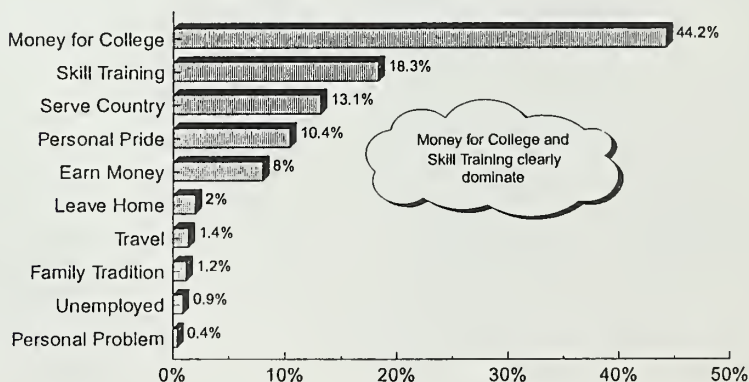
The results also highlight the USAR recruits' aspirations toward pursuing higher education, in that over 77 percent reported applying to at least a 2-year institution or junior college.

The USAR recruits are typically (prior to enlistment) in temporary, minimum-wage, dead-end jobs with little or no future growth potential. The food service industry clearly appears to be the major short term benefactor of this group's time and energy.

The second most important reason cited joining the USAR was "skill training." This reinforces the belief that the pre-enlistment jobs, while providing pocket money, provide few long-term opportunities or real skill training.

The survey results paint several distinct pictures. USAR recruits want money for college and skill training. Contrary to what some would hold as inevitable truths, USAR and RA recruits are generally more alike than different. They both want their tomorrows to be better than their todays...

Most Important Reason for Joining the USAR



Gold Badges

ALBANY

SSG Lawrence P. Brown

ALBUQUERQUE

SGT Cecelia Jones
SSG Gilbert D. Pacheco
SGT Lisa Williams

ATLANTA

SSG Manuel Ocasio
SGT Walter Dennard

BALTIMORE

SSG Alton L. Marshall
SGT Rodney M. Brooks
SFC Terry L. McGriff
SGT Kelly J. Alford
SFC Kenneth E. Dooley
SSG Percy L. Alexander
SSG John Beard
SGT Clifton Magwood

COLUMBIA

SSG William M. Kain
SFC James G. Allen

COLUMBUS

SSG Steven K. Allen
SGT Joseph A. Malcolm
SSG Keith Owens
SGT John P. Hayes
SGT Gregory P. McClain
SGT Joseph D. Wagener
SSG Steven M. Raines
SSG Gregory R. Johnson
SSG Thomas K. Hershberger

DALLAS

SSG Jeffrey C. Green

DENVER

SSG James S. Barnes
SFC Scott W. Beaubien

DES MOINES

SGT Phillip M. Browning

SSG James E. Holloway
SSG Wayne G. Smith
SSG Don E. Law
SGT Ronald E. Tardiff
SGT Arthur S. Elliott
SGT Roger A. Zellers

GREAT LAKES

SSG Ron E. Shoemaker
SGT Robert A. Donaldson
SSG Brendan A. Vasher

SGT Sean M. Hollas
SSG Donald P. Mertz
SFC Irene Hinkle

LOS ANGELES

SSG Kenneth R. Weyand
SSG Michael O. Clark

MIAMI

SSG Hector Nevarez
SFC Richard McAllister



HARRISBURG

SFC Jerry W. Fisher

HOUSTON

SGT Ronald P. Jenkins

INDIANAPOLIS

SGT Owen S. Bullock

JACKSON

SSG Gregory L. Hicks
SFC Franklin E. Davis
SFC Lonzie W. Griffin

JACKSONVILLE

SSG Gary A. Parks
SSG Johnny B. Green

KANSAS CITY

SFC Gary D. Lewis
SSG Patrick F. Roberts
SSG Kenneth Macon

PHOENIX

SSG Harold G. Harris
SGT Lyle L. Anderson
SGT Jasper H. David III

PITTSBURGH

SFC Lawrence W. Clark
SSG Bruce A. Thompson
SGT Phyllis A. Phelps

PORTLAND

SSG Donovan Pfremmer

RALEIGH

SSG Jeffrey Austin

SACRAMENTO

SSG Andy Mori
SSG William A. Beaulieu
SSG David E. Funk
SGT Blake D. Bowers
SSG Ronnie Young
SFC Alice V. Porter
SGT Robert W. Miller

SALT LAKE

SGT Gary L. Pagel
SSG Junior K. Krows
SSG Kelly K. Flannery
SSG Michael W. Hargis
SGT Michael L. Luecht
SGT Kevin Harvey
SSG John W. Landers

SAN ANTONIO

SFC Rene T. Gomez
SSG Harlan Ortega

SEATTLE

SSG Frederick Muller Jr.

TAMPA

SGT Napoleon Edgeworth
SSG Michael Belanger

SSG Michael Allen
SSG Virgil E. Millett
SGT Mark P. Vanaacken

MONTGOMERY

SSG Anthony Heath
SGT Brett Elmore
SFC Thomas Disario
SGT Christopher Aiken

NASHVILLE

SFC Larry Everly

NEW ORLEANS

SGT Kelly Bourdeau

OKLAHOMA CITY

SSG Timothy W. Morrison
SSG Kevin M. Mahoney
SSG David W. Hegranes
SSG Scott D. Abbott

Rings

ALBANY

SFC Anthony J. Hernandez-Figueroa

BALTIMORE

SFC Fritz Raymond
SFC Ray A. Kauer III
SSG Gerard J. Artesona Jr.

BRUNSWICK

SSG Lawrence P. Sullivan

COLUMBIA

SFC Darrell K. Butler
SFC Arrington J. Fultz
SSG Yvonne D. Jones
SSG Cornell Williams
SSG Jackie Spann

COLUMBUS

SSG Paul Burnside
SSG Richard Riley
SSG Robert Slusher
SSG Stephan Boles
SSG William Heidenreich
SSG David Myers
SFC Randolph Scott
SFC Reed O'Neal
SSG Nicholas Harrison

DALLAS

SSG Leslie M. Anderson
SFC Andrew L. Sprowell
SFC David G. Gabb

DENVER

SSG Sindy D. Barnette
SSG Kenneth D. Green

DES MOINES

SFC Charles A. Williams Jr.
SSG Steven L. Hillyer
SFC Steven A. Kresser

HEADQUARTERS

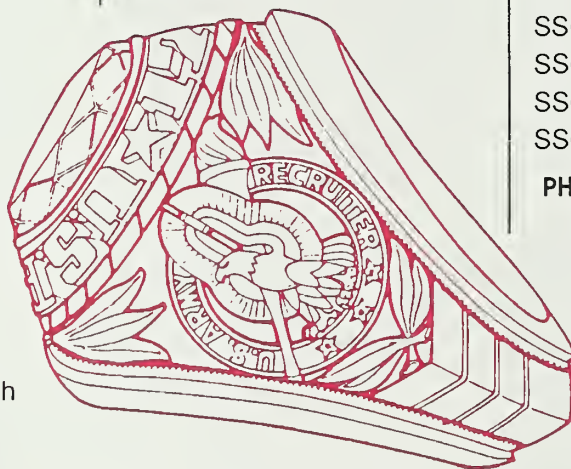
MSG Robert E. Keane Jr.

JACKSON

1SG James A. Soper

KANSAS CITY

1SG Robert L. Burks



MINNEAPOLIS

SSG Shawn E. Coyle

NEW YORK CITY

SSG Grenda Hemingway
SFC Vincent Capasso
SFC John Morello
SFC Jacqueline R. Miller

OKLAHOMA CITY

SFC James R. Lewis
SSG Earl H. Rice
SSG James Draper
SSG Jeffery V. Echols
SSG James D. Johnson
SSG James F. Allen
SSG Willie C. Grier

PHILADELPHIA

SFC Andrew Jackson

PHOENIX

SSG Carla R. Stillwell

RALEIGH

SSG Timothy Sullivan
SFC Susan A. Wolfe

SACRAMENTO

SSG Eric V. Walker

ST. LOUIS

SSG Taft D. Turner
SGT James E. Bunch

SFC Johnny C. Clemons
SSG Ronald E. Coats
SFC Derral R. Martin
MSG Anthony C. Hill

LANSING

SSG Jeffrey W. Cole
SSG Andre L. Oldham
SSG Richard E. Roe Jr.

RSC Schedule

RSM Aug: 22 Jul - 30 Aug

Cinema Van

DALLAS, 20 - 27 Aug

SYRACUSE, 25 - 30 Aug

Army Adventure Van

NEW YORK CITY, 28 - 29 Aug

RSM Sep: 31 Aug - 27 Sep

Cinema Van

ALBANY, 30 Aug - 6 Sep

ALBUQUERQUE, 1 - 24 Sep

BALTIMORE, 17 - 18 Sep

BECKLEY, 20 - 27 Sep

CLEVELAND, 2 - 13 Sep

DENVER, 20 - 27 Sep

KANSAS CITY, 13 - 24 Sep

NASHVILLE, 20- 25 Sep

PHILADELPHIA, 15 - 27 Sep

PITTSBURGH, 20 - 27 Sep

ST. LOUIS, 10 - 27 Sep

SYRACUSE, 25 Aug - 7 Sep

Cinema Pods

BALTIMORE, 20 - 24 Sep

DES MOINES, 31 Aug - 24 Sep

JACKSONVILLE, 13 - 24 Sep

MONTGOMERY, 31 Aug - 27 Sep

ST. LOUIS, 13 - 24 Sep

Army Adventure Van

SOUTHWEST VIRGINIA

COMMUNITY COLLEGE, 2 Sep

PITTSBURGH, 3 - 24 Sep

Answers to the Test

1. A. USAREC Reg 350-7, para 8-8
2. B. USAREC Reg 350-7, para 8-9e
3. B. USAREC Reg 350-7, para 7-1b
4. D. USAREC Reg 350-7, para 4-25
5. D. USAREC Reg 350-4, para 2-12 e (1)
6. A. USAREC Reg 350-4, para 2-12 e (2)
7. C. USAREC Reg 350-4, para 2-12 b
8. D. USAREC Reg 601-95, para 2-4 e
9. C. USAREC Reg 600-32, para 4 a
10. A. USAREC Reg 621-2, Table 1-1
11. D. USAREC Reg 350-6, Table 3-1
12. A. USAREC Reg 350-6, para 5-3 c
13. B. USAREC Reg 350-6, para 5-4 a
14. B. USAREC Reg 350-7, Figure 3-1

Training Tip

Question: What can I do to develop the habit of winning?

Answer: A desire to be the best is the most important part in building this habit.

Another very effective technique is to make a concerted effort to incorporate at least one new technique in every training session. If you write down the one most important point learned in each training session and incorporate it into your sales effort, you will have your own plan for success.

Review these points daily to remind you what you have chosen to do. This technique is the best way to continually bring your chosen areas for improvement to your conscious mind on a daily basis. Then PRACTICE! PRACTICE! PRACTICE! until they become your new habits. When these new habits replace your old habits, you are free to repeat the process again and again.

FLARE

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REACH

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YOUR
Future...

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ARMY AND ARMY RESERVE. BE ALL YOU CAN BE.



Shannon Miller
Silver Medalist
1992 Summer
Olympics